



Y E A R 2 0 1 6

MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT





From the Management Team

Dear Students,

We are very pleased with this 2015-2016 Yearbook. This is because of you: your passion, drive, intelligence and hard work, which have earned you a prestigious qualification. With your new degree behind your name, the world will expect more from you. We, the Management Team at MSM, know that you will fulfill these expectations. You have shown through your determination and endurance that you can walk the talk. You have also shown a commitment to the bigger societal challenges and opportunities that face all organizations in the turbulent times we live in. Good management puts people first: when one day you think back on your time at MSM, please remember this.

During the 2015-2016 academic year, MSM grew with you. We continued to implement various initiatives to safeguard and improve the quality of our accredited degrees; for instance in helping to establish a European-wide accreditation and quality control agency for higher education, called ATHEA. We also implemented a number of innovative new programs, including a sports management MBA and various high-tech programs with our close partner RWTH Aachen University.

These initiatives reflect one thing only: that our students firmly remain our prime concern. Therefore it is great that you have chosen MSM - thank you. We trust that your newfound knowledge and qualification will serve you in your subsequent endeavors.

As our alumni and alumnae, you are now part of the MSM family. The facts and figures you have learned about management and business will be outdated in a short time. But the approach to professional life and personal joy will hopefully be of support to you for much longer. Thank you for coming to MSM. We look forward to staying in touch with you. In the future we want to learn from you.

Prof. Wim Naudé, PhD

Dean

Associate Dean Research

Ms. Kati Kovacs, MPA

Associate Dean Global Education Programs

Ms. Amy Wang, MBA

Associate Dean Innovation and Corporate Relations

Mr. Meinhard Gans, MSc

Associate Dean International Projects, Executive Programs and Consultancies

Ms. Chantal Muyrers, BA

Associate Dean Finance and Support

Mrs. Marion Rutten-Klerckx, MA

Director Human Resources and Legal Affairs

Ms. Sandra Salvino, BA

Executive Secretary Dean's Office



From the professors



Andreas Antonopoulos, PhD, MBA
Professor in Entrepreneurship

Teaching Innovation and Entrepreneurship to an exciting group of full-time MBA students this year was a fulfilling and memorable experience for me. The diversity of your personal and professional backgrounds and your interest in the topic resulted in four great stimulating days culminating with great business ideas and a lot of fun in the process! Great job guys. Upon your successful completion of this journey and the start of the next one equipped with more knowledge, better skills and a stronger network, I would like to pass on my congratulations and best wishes for your next endeavors. Pursue opportunities, enjoy life and get back in touch when you want to start up!



David J. Dingli, MBA, MPhil
Assistant Professor Operations Management

To the MM1 and MSc MME students who followed my courses in Operations Management and Human Resources respectively: You are now equipped to steer yourselves in the direction you want to go. Lead the way for others who will be depending on your guidance and wisdom. What you have learned is yours to keep. We're now letting you go back into the real business world and you're on your own. It's now your time to put into practice all the theories, concepts and strategies I drove you crazy with. I have full confidence that you will make your mark and be shining ambassadors for MSM wherever in the world you may be.



Dr. Stephanie Jones
Associate Professor Organizational Behavior

It seems a long time since that first class in September/October last year when we met each other. Maybe you have all forgotten me, except those I'm supervising for their MBA theses! But I hope you have now all learned to manage cultural diversity in a practical way. Not just the theory we discussed in class! In what ways are you now a different person? Who sees the world in a different - and perhaps more understanding - way? Or maybe you are just glad it's all over... But do keep in touch with your old professors!!



Laura Ipacs, MBA
Lecturer Accounting and Finance

To the MBA32 students, how many capitals in a balance sheet? We kept on counting and counting, and talking and talking about financial reports and what happens beyond financial reports. In the end, we found our six capitals which will keep future generations in business if we are careful enough to make sure we look after each and everyone. I have greatly enjoyed showing you the story behind the numbers and introducing you into the sustainability side of accountancy. You have given me a unique peek into so many aspects of life around the globe and I would like to thank you for sharing your views so openly in class!



Prof. Geert Heling, PhD

Professor of Organizational Behavior

Working with you has been a joy; you represent so many cultural backgrounds, so many interests, so many promising talents, combined. Amazingly powerful. I am confident that you will benefit in your own professional and personal life from what we have dealt with during the lectures. The saying goes 'change is the only constant'. So let all of us move on, in whatever direction life will take us. But do stay in touch with each other, as we are connected as members of the growing global MSM community. Wishing you all the best.



Terry Kakeeto, PhD

Assistant Professor in Marketing

It is amazing to see how time flies so fast! It feels like only yesterday that you arrived at MSM from your respective home countries to pursue your academic ambitions. Teaching on the MBA32 and MM programs has left some of the most rewarding memories for me! It was an exciting and humbling experience to teach very diverse and highly interactive groups of students... all so eager to learn and full of positive energy. You have now successfully come to the end of your programs after putting in so much hard work and effort. Eureka! Congratulations to each one of you! I hope you will be able to use the knowledge you have gained from the programs to contribute towards the betterment of your respective communities. There is possibly no better way to say goodbye than to wish you the very best in your life's future endeavors.



Prof. Luc Keuleneer

Lecturer in Finance in International Markets

Teaching for MBA32 at MSM was a great experience for me! Having such an interesting and international MBA group of very motivated people in the room is rather exceptional for a lecturer. Challenging questions made the teaching for me unforgettable. I have no doubt that this group is going to make it! All the best!



Barbara Knup, MA

Lecturer in International Marketing

Dear graduates, as always, it has been a pleasure to teach such a multicultural and diverse group of students, especially in broadening your horizons through international marketing. Each one of you has contributed to the overall learning and experience of your class, both individually and in your groups. We hope that your experience at MSM has not only broadened your knowledge of specific academic areas, but also your knowledge of yourself and your interaction in a multicultural arena. Understanding the diverse environment in which we work and live is fundamental to achieving success. Good luck in your future endeavors in making a difference.



Prof. Dr. Besnik Krasniqi

Adjunct Professor Entrepreneurship in Emerging Economies

MBA32 was a unique teaching experience. In my experience of being affiliated with MSM, I have found the teaching and learning environment very friendly, enjoyable and yet very demanding, for both, teachers and students. In particular, MSM offers a unique cultural diversity, which has enriched class discussion with different country perspectives. This experience has made me richer and paved a new and promising dimension in my professional career. It is like having the whole world in one class. This makes MSM a perfect place where everybody learns from each other, including lecturers. Therefore, MSM offers students a life chance opportunity to get a real taste of how businesses operate in an ever-growing multicultural environment. The cultural diversity represented by the students adds value to this taste through their global business projects and interaction in solving real world business problems. MSM is truly international and supportive for sharing different experiences and ideas.



Prof. Aad van Mourik

Professor of Economics

You have finally graduated and become alumni of the MSM community. I enjoyed very much working with you. As a group you were great. I also loved working with some of you on your final thesis and like previous years I learned a lot about your countries and your cultures. I hope that when you go back to your countries and meet your old friends and

relatives, you will gradually start to realize how much a year at MSM has changed you. Hopefully you will have made friends on all continents, and hopefully you will stay in touch with each other, and also with us. Finally, I hope that you have learned things that will make a difference to your personal lives and future careers.



Joris Stadhouders, MSc

Assistant Professor of Management Information Systems

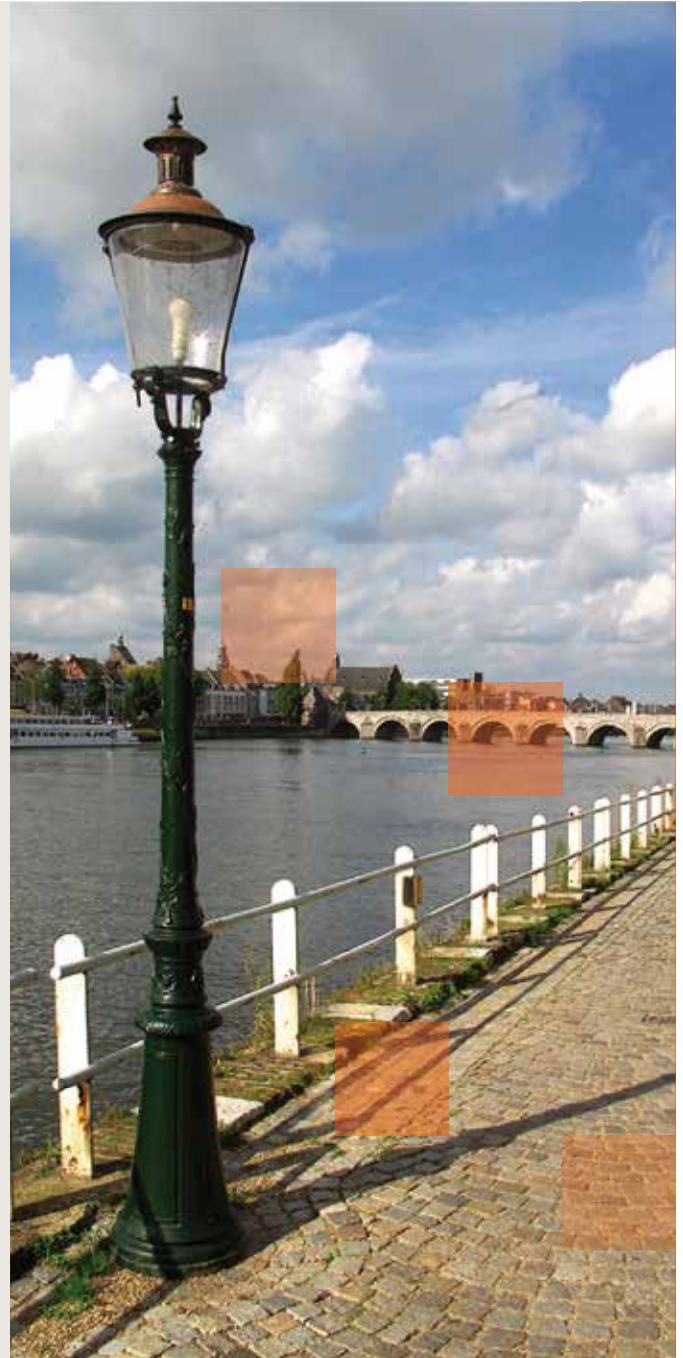
Dear Masters in Management and MBA graduates, congratulations with your achievement! From now on, you will carry the title Master. I trust that you've enjoyed participating in the Information Systems Management and the Global Supply Chain Management classes, the company visits and the case study discussion sessions, as much as I did facilitating them. I hope that you will carry along good memories of your stay in Maastricht and that the learning from this MSM Master Degree program will prove beneficial to your career. Please do not forget to maintain your passion for management, to continuously learn, to improve yourself, and so to demonstrate that you are a true Master. Sincerely wishing you all the best!



Prof. Frank H. Witt

Lecturer in Entrepreneurship & Innovation

Teaching the Entrepreneurship & Innovation Lecture of MSM's Master in Management program was a pleasure for me as the creative potential of the students became visible: Technology is often seen as the dominant driving force of social and economic development. That, however, may be only half of the truth because technology has to be seen as enabling, but not determining change. The ability of societies and institutions to use products and technologies derived from research for business in a socially responsible way is at the core of the qualification obtained by MSM students!



From the staff



Karen Tromp

Officer Global Education Programs - MBA

Dear MBA32 students, almost one year ago you arrived in Maastricht to start your MBA program and what a year it was! It started off slowly with the different workshops and activities and getting to know each other during the introduction weeks. You all prepared some great dishes for the International Dinner and had lots of fun during the teambuilding day. But the pressure cooker was waiting for you and while the first course focused on soft skills, the pressure quickly built up with the Foundation courses that filled your days (and nights!) with numbers, formulas, definitions and so much more.

It has been a very intense year, filled with assignments, exams and deadlines which all seemed to be scheduled for the same day. You learned how to put theory into practice and experienced the values and challenges of working in a

multicultural team. I know at times it was difficult but you struggled, focused, motivated each other and survived!

I've come to know you as a social, motivated and assertive group whose thoughts and ideas have been expressed in an excellent way by the class representative Ms. Beverly Best to whom I'm truly grateful! BB: you're the best!

Now, almost one year later you will leave MSM much wiser, enriched with many experiences and friendships and with a broader view. Aspects that will help you in your personal life and your future career. A career which I sincerely hope will fulfil your interests and dreams but - although hard work and reaching your professional goals all seem so meaningful - never forget the most precious things in life such as friendship, family and good health.

It was a great pleasure working with you and getting to know you and I wish you all the best.





Maud Jeukens

Officer Global Education Programs - Master in Management

Dear students, first of all, I would like to congratulate you on this wonderful achievement! The past year has not always been easy; struggling through exams, dealing with challenging assignments, giving presentations and let us not forget the Final Project. Luckily, there was also time for fun activities, like the Introduction Weeks, the visit to the European Union in Brussels, celebrating carnival altogether, but also activities outside MSM. You made it, and you learned a lot. Not only because of the knowledge you gained during the classes you took, but also because of your fellow-students, who had all different cultures, backgrounds and skills. Even though you were a small group, you were a very diverse group. You will leave MSM with new friends, a lot of different new experiences, expanded knowledge and I am sure all of this will help you in the future!

It was a true pleasure working with you and getting to know all of you. I wish you all the best in your further career and personal



Manon Souren

Officer International Projects, Executive Programs & Consultancies

In the year 2015 - 2016, eight different Executive Programs took place in which we welcomed 103 participants from all over the world.

Dear EP students, you flew to Maastricht from all around the world. For some of you it was the first time visiting the Netherlands or even Europe. We “knew” each other a little bit, because of the many e-mail messages we exchanged before

your arrival but it was always exciting to meet you in person on the first Monday morning during breakfast and match your faces to your names! Every group was different but it was always a pleasure having you here in Maastricht. At the beginning of each course, individuals coming from different parts of the world came into the classroom. At the Closing ceremony, we witnessed a group that had become very close in a very short period of time and life-long global friendships had arisen. It was always hard to say goodbye! We hope that you will carry the knowledge you have gained at MSM in your backpack, not only the knowledge and skills you have learned from our lecturers and textbooks, but especially the knowledge you have learned from each other. We hope that all of this will contribute to your own empowerment and to the support of your organization.



Hermina Kooyman

Senior Officer Enrollment and Career Services

Dear MBA32 students, congratulations on finishing this year successfully! The stress of exams, projects and deadlines can be put behind you. Now, as you move forward to the next step in your career, I sincerely hope that you will be able to put your new knowledge and skills to use in exciting and fulfilling careers. It has been my pleasure training and coaching all of you this year. Please stay in contact and if you ever need some career advice, please don't hesitate to contact me. May your dreams come true and your goals achieved!



Cathelijn Gilissen and Denise Dupont

Admission officers

Dear Students of MBA32 and MM01, it is our pleasure to congratulate you on this big achievement! After a lot of contact before your arrival in Maastricht it has been great getting to know you and seeing all of you grow during the year at MSM. Many of you were far from home, without your friends and families and have dedicated yourselves completely towards this program. With success! We hope that your experience at MSM was everything you wished for and even more. We wish you all the best in your careers and personal lives and hope you keep in touch!



Iris Weijenberg

Manager Information Office

Dear students of MBA32, MM1 and MSc MME2, congratulations. Your MBA and Master degree in the pocket! One year of hard work is over and you survived this challenging experience. You gained a lot of knowledge which you can use in your jobs and personal life. And your home country will benefit from your knowledge as well. I will remember you as a quiet and friendly group of students. So many moments come to my mind: the first introduction, the lively discussions during your group work, the lectures about literature review, tired faces around deadlines, nervous students before the thesis defense. Most of you came to my desk to collect textbooks and ask for help with research or referencing or just to say "Hi" and taste the typical Dutch sweet "drop". ☺
It was a great pleasure working with you and I wish you all the best in your future career and personal life.



Erik Bartels

Procurement Officer & Corporate Photographer

Dear participants, congratulations for your hard work. Good performance and efforts during the year 2015 - 2016 have paid off successfully to complete your MBA, Master in Management or Master of Science program. I have been working at MSM for the past 20 years and it remains surprising to me how fast all these diverse nationalities with their unique character adapt so easily to the Dutch and particularly MSM culture and especially to each other in our rooms, courses and programs. I still learn a lot from it wishing that it would be like this all over the world. It would make life for all human beings much more peaceful.

I will remember all your activities that MSM or you planned and joined, the photoshoots in and around MSM of you and the guest lecturers who enriched you with their knowledge and especially the profile pictures for business and for the yearbook. These moments will be in my memory for ever. And not to forget your big and cheerful smiles even after a tough exam. It shows that MSM is one big family which is growing and growing. I wish you all a successful, happy and most of all a healthy future, both in business and in your private lives! Godspeed to all of you.



Arsenio Kranenburg
Facility Officer

Dear participants, first of all, congratulations for your hard work and for successfully completing your MBA and Master programs. I encourage you to go out in the world, secure in the knowledge that the first rate training that you have had has made you ready to make your positive contributions to your respective societies and the world community. My congratulations also go to the professors for their contribution and your family for their support. Now you are part of the MSM family. We hope to welcome you back some time. Keep in touch with us and all the best!



Maud de By, Sueli Brodin, Mariëlle Daemen, Paula Kolfshoten, Ania Stuszinska
Communications Office

Dear MBA32, MM1 and MSc MME students, dear friends, We have a small question for you: Do you still remember the words of advice given to you by Prof. Naudé during the Introduction Day ceremony at the beginning of the academic year? He said: “We expect a lot from you, but we also want you to have fun. So work hard, have fun, network and make this a great time at MSM!” Now that the time has almost come to look back at the past year, with its intensive schedule and many highlight events, we hope that you feel fulfilled and enriched by your study year at MSM and in the Maastricht region. Luckily, we were able to record many of these moments on video so that you can all relive them in the future and remember your time with us: we particularly enjoyed the international dinner where you served us all the most wonderful dishes from Peru to Mexico, India, China, Yemen, Germany and the Netherlands, as well as the Cross Border Day organized by Connect Limburg that gave you the chance to visit several international companies based in Limburg and to actively participate in a debate about the future of Limburg as an top innovative region of Europe. Not to mention the PechaKucha event at the start of the New Year when no less than seven of you presented their dreams, insights and visions to staff, friends, mentors, and MSM’s local business partners and stakeholders, by using the powerful PechaKucha 20x20 presentation format. You all came to MSM and Maastricht with your individual dreams and expectations and we sincerely hope that everything you learned and experienced during your stay with us will contribute to bringing them closer to reality. We look forward to staying in touch with each and single one of you and wish you all every success in your respective career and in life.



M B A 3 2





From the Academic Coordinator MBA32

Energy is perhaps the best way to describe MBA32. The moment that you walk into the room, you notice that there is a buzz. There are smiles on eager faces and a curiosity in your eyes: MBA32 is a group to be reckoned with.

Throughout the year you have demonstrated your desire to learn, both from the professors but also from each other. Bringing your huge professional experience and knowledge to class, along with your predisposition for discussion and debate, you have defined yourself as group of professionals who want to make a difference.

I wish you success in your future adventures, bringing your inexhaustible energy to where it is most needed.



Stuart Dixon, PhD
*Academic Coordinator Global
MBA programs*



From the Class Representatives MBA32

My dearest colleagues and friends,

Reflecting on the trajectory of the MBA32 group I am heartened by the kaleidoscope of this one-year experience of learning and growing within a diverse, multicultural and international environment with people from over 23 countries. Indeed, as Class Representative for the 2016 resident MBA program, I should have a long story to tell, both about the unique charisma of MSM and its program and that espoused by its students.

However, I have decided to limit my musings to showcase the essence of the invaluable experience which has simultaneously honed and transformed our perceptions, mindsets and our general approach towards life and our career paths in the future. Though by no means a psychologist, I am convinced and will dare to say that notwithstanding the varying views of serendipity, this period was specially designed and intended to disrupt our professional and personal lives so that our respective epiphanies will help us to be exemplary champions of change. Undoubtedly, the learning environment at MSM lends itself naturally to enhancing our knowledge and skills on cultural diversity, team work, leadership, innovation as well as in being ambidextrous (or rather “multi”) in managing our limited time and other resources in coping with the plethora of lectures, discussions on case studies, presentations, assignments, exams and of course the final thesis. Thankfully, we constantly strived to adapt and elicit positive reinforcements from the challenges and the opportunities that we have encountered. In retrospect, there was never a dull moment as we engaged in the path of becoming friends and an extended family! I am enriched and humbled by the confidence of all my colleagues who provided me with the opportunity to serve as Class Representative for the entire period and trust that my stewardship was worthwhile. Special thanks to the warm and supportive faculty members and staff members of MSM, as well as to my mentor (Mr. van der Linden) who all made this journey a rewarding and an unforgettable one.



Beverly Best

*Trinidad & Tobago
International Business and
Sustainable Development*

Students MBA32



Aly Toba

Egypt, International Business and Sustainable Development



Andres Sanchez Martinez

Colombia, International Business and Sustainable Development

“The most important kind of freedom is to be what you really are. You trade in your reality for a role. You trade in your sense for an act. You give up your ability to feel, and in exchange, put on a mask. There can’t be any large-scale revolution until there’s a personal revolution, on an individual level. It’s got to happen inside first.” - Jim Morrison



Antoine Jeha

Lebanon, Entrepreneurship in Emerging Markets

I came to Maastricht expecting to plough through hard times and difficult obstacles, I was right. But, they went by seamlessly, and I can only thank the faculty for their amazing support, and friends for the amazing alcohol. “When you part from your friends, you grieve not; for that which you love most in them may be clearer in their absence, as the mountain to the climber is clearer from the plain.” - Kahlil Gibran, The Prophet



Anwer Azzan

Yemen, International Business and Sustainable Development

The MBA program has been valuable to me not only for nurturing my knowledge base, but also for developing familiarity to life experience in Europe. During the program, I have had the opportunity to develop key managerial and leadership skills needed to succeed in today’s multinational business environment, which came with studying among an international student mix, coming from four different continents. This has enriched my experience with international cultures and business perspectives around the globe. To me, the MBA program was a life-changing experience and a worthwhile investment.

Awalia Noor Baroroh

Indonesia, Entrepreneurship in Emerging Markets

Within the year, I have learned a lot. Not only related to business and management, but more importantly about life. Keeping myself in line with the school schedule was hard; classes, exams, thesis and particularly assignments, those made me sacrifice a bit on my adventurous travelling hobby due to the fact that most of weekends we had group assignment meetings and very, very few holidays. Here with MBA32, I live with friends from more than 20 nationalities; different lifestyles, backgrounds, professions, cultures and beliefs. We learned to respect each other, working together to pursue the same goal. What I love the most about this group is that we share our misery and joy throughout the year. Now it becomes a part of my life, something that I will remember with smiles and joy.



Beverly Best

Trinidad & Tobago, International Business and Sustainable Development

To sum up my past year at **MSM**, I should say that Maastricht School of Management aptly reflects “**My Studying Moments**”, “**My Self Motivator**”, “**My Shared Milestone**” and could be so re-labeled. In fact, when the phrase “small is beautiful” was coined, I am certain entities such as MSM were neither the subject nor the object of the discourse. However, this synthesizes the awesome experience I have had at this small, highly reputable tertiary education institution. Having great expectations to hibernate from the hectic career and social events of the past 15 years, MSM did not disappoint me. Moreover, though the MBA program is frequently labeled a “pressure cooker”, the ingredients were a perfect blend for a better Beverly Best (BB). The learning opportunities were inspiring and fulfilling, and the entire experience catalytic in challenging and refocusing my own paradigms for career and personal development. The lecturers were special in facilitating my successful completion and imparting knowledge which will remain indelible in my life. I thank my colleagues for sharing their experiences which were instrumental in broadening my professional development. Beautiful indeed!



Elena Magda Minaya Bedon

Peru, International Business and Sustainable Development

During the MBA32 program, I have faced several situations which encouraged me to use my best skills and also allowed my personality to become stronger in order to fulfill the goals of the courses, evaluations and other tasks related to the program. Considering that my colleagues come from all regions of the world and represent many cultural diversities, I have realized that one of the most relevant aspects for a harmonious development of the program has been the common understanding of those differences by all members of the group. This contributed to the sustainable level of team spirit between us. Being closer to the end of the program, I want to say thank you very much to all my lecturers, to the administrative personnel of MSM and of course to my colleagues for having shared this invaluable experience with me, very far for my country.





Fiorella Estela Bocanegra

Peru, International Business and Sustainable Development

Being out of my comfort zone, meeting multicultural people, making international friends! It is one of the most exciting experiences that I have ever had in my life. The Netherlands has become my second home and my closest friends have become my new family! I share with new friends not only a lot of study hours and assignments but also, how to support each other and mostly how to finish every submitted assignment with a beer or wine celebration! The program was time consuming and demanding but it was also a fun time that gave the opportunity to relax a little bit and travel. Working in an international environment has boosted my abilities to listen, speak and learn from others. I am ready for the next step and feel so excited about it!



Gireesh Shrivastava

India, Accounting and Finance

There is a remarkable difference in my lifestyle and knowledge after attending this one year MBA program at MSM. Although this whole year was very long and stressful due to heavy workload, I was able to adjust thanks to the help of wonderful and knowledgeable teachers and staff members. What I like most about the institute is the variety of international and well-experienced teachers, who have made our life easy with their appropriate guidance. Sometimes I felt a lot of stress but the school management gave me different training courses to help me find a proper balance between studies and personal life, such as slowdown sessions and so on. So the overall experience of this year is wonderful and this will help me my whole life to face different challenges.



Hussein Ramirez Cosio

Mexico, Accounting and Finance

The MBA gave me a different perspective of business; it totally changed my view of the world. The academic body was very professional and expert in their fields. The total experience was enriched by the diversity of the class, where you get other extra-academic learning derived from the interactions with different cultures. I totally feel ready to go back to Mexico and apply this new knowledge and start my own business.



Ian Silungwe

Zambia, Accounting and Finance

Studying at MSM has been both rewarding and fulfilling. Maastricht has brought 20 different countries with diverse cultures and languages within my reach. The lectures have been of a high quality linking theory with practical scenarios in the business world. MSM is indeed a place where dreams are converted into reality.

Ivy Musora

Zimbabwe, International Business and Sustainable Development

This year has been a blast and has gone by at supersonic speed. Thoughts of it coming to an end has brought plenty mixed emotions ranging from a sense of loss of my newly acquired MSM family; pleasurable feelings of accomplishment; to great anticipations of what lies ahead. The multicultural setting taught me that indeed it is not what one looks at and hears that matters the most but what one sees and listens to that gives greater returns. As the English adage says 'All work and no play makes John a dull boy', I will cherish the memories of the time invested in the parties we held, my dress sense and hairstyles which undoubtedly inspired many to diligently attend class and the unpredictable Maastricht weather. As we go our separate ways, remember 'Do not follow your dreams but follow my LinkedIn' because I am fired up with enthusiasm, aiming for the impossible.



Julia Taddei

Brazil, International Business and Sustainable Development

Before coming to MSM, Maastricht was a thing of history books, being the birthplace of the European Union. It has been a great experience to give day-to-day life colors to what I read in the books. Even if, at times, the city seemed too small for my taste for big cities... I will always cherish the memories of this nice city, the knowledge I acquired here, the different cultures I have been introduced to and, last but not least, the good friends that I made.



Kathrin Galarreta Berpillot

Peru, International Business and Sustainable Development

This year was challenging and demanding, but I am proud to say we did it! I still remember the first day we started the MBA program, we were all looking at each other wondering how this year would be. We all have shared tons of hard work, life experiences, and amusing moments to remember forever; but most importantly, we all made new dear friends. I enjoyed being part of such a multicultural group and learning how much we all have in common. In summary, it was a great year and I look forward to seeing what will come next!



Kiba

Bhutan, International Business and Sustainable Development

Back to student life again after nine years is exciting when it happens at MSM and it is difficult to express my feelings about the wonderful experience. I am fortunate and extremely grateful to Nuffic for granting me a scholarship. Making new friends from all over 23 countries, attending classes to discover what is happening around the globe, learning the Dutch culture have been a truly memorable and overwhelming experience in my life. Going to MSM is a life changing experience and at the same time it is a "pressure cooker". The environment forces the development of mind, thoughts and opinions. "The root of education is bitter, but the fruit is sweet". As the saying goes "An investment in knowledge always pays the best interest" so invest in MSM to be a future manager.





Mohammed Yahya Musleh Mahdi

Yemen, International Business and Sustainable Development

It was a journey that took a lot of energy and efforts. I had good times because of the good support I had from my family and my classmates' collaborative approach. The city and the quiet life style make the experience more enjoyable. "Yes" I have to admit that it was sometimes stressful but I never forgot to reward myself and to enjoy the opportunity to be here. I simply enjoy the journey and never forget my destination.



Niyut Khare

India, International Business and Sustainable Development

The Maastricht MBA student experience really began after one month from the start of the course. Getting new challenges every second week made it very clear that we needed to act smart and study intelligently in order to survive in a so-called "pressure-cooker". In some cases, we as a group were able to turn the impossible into reality with our collective power and determination, while in other cases sharing our individual knowledge and experience contributed to successful learning for others. Throughout it all, it was clear that we developed a sense of responsibility for the success of our new colleagues and friends and these newly built relationships have been a major highlight. As we all move back into the "world of work" we go armed with a year of solid educational experience and a year worth of personal and professional relationships. We will also take back with us a confidence in our ability to face and overcome the complex challenges of corporate world, both as an entrepreneurs and professional managers.



Pamela Kayser

Germany, International Business and Sustainable Development

The last year was a rollercoaster of feelings and emotions. It was an intense year that passed very fast and it was definitely worth the effort. Through this program I expanded my knowledge about leadership, different areas of an organization and how they interrelate with each other. Through the many group assignments I further developed my team-working skills and learned to appreciate different perspectives. The best aspect of the MBA program is the work with professionals of so many different nationalities and industries. I got valuable insights about their cultures, countries and the organizations they were working for. Furthermore I developed new friendships, which will last long after we finish our program.



Pema Dorji

Bhutan, Accounting and Finance

My study at MSM was challenging, interesting and rewarding. It's a great experience exploring with so many different cultures and nationalities. The MBA degree has enhanced my knowledge and broadened my horizon towards global life. I thank all my friends, the faculty, professors and staff of MSM for making my stay here a wonderful and memorable moment. My heartfelt gratitude goes to Nuffic for giving me the opportunity to pursue my further studies.

Pooja Kashyap

India, International Business and Sustainable Development

The past year has been one hell of a rollercoaster ride! From racing through subjects, attending work-visits and struggling through research to bonding with classmates and squeezing in time to travel, we seem to have lived a lifetime. The experiences gained here have been enriching and prepared us well to accomplish our goals in the future. Here's to more adventures and greater success! Signing out with a favorite quote of mine by Mario Andretti: "If everything seems under control, you're just not going fast enough". Cheers!



Raymond Agbanu

Ghana, Entrepreneurship in Emerging Markets

It has been great to be at MSM. Not only being here but getting the practical knowledge and training that will help me to have an impact. It is a great experience that will be impacted to my future generations. God bless MSM and its environment. Amen.



Reneilwe Harriett Moningi

South Africa, Entrepreneurship in Emerging Markets

I have always wondered why the MSM MBA is called "a pressure cooker" until I experienced being taught a whole 500-page textbook, work on a group assignment, prepare a presentation and also write an examination within seven days. What a mind-blowing experience! I am excited and ready to see myself beyond September 2016, to show off sharpened skills by MSM. My best memories of the MBA32 will be the number of hours, days and nights spent at the basement doing group assignments and group discussions after realizing that we are in the pressure cooker together with different skills to help each other. I am also going to miss the fifth floor of Aparthotel which was known as the "MBA32 Township" and finally I will never forget the way every student portrayed patriotism, pride in their culture and tradition which was seen during many of our shared dinners, it was amazing...surely we invented our own Glocalisation model.



Reuben Kachama Walobebe

Zambia, International Business and Sustainable Development

My experience at MSM has been hilarious whilst my stay in the city of Maastricht gave me an awesome time of my life. As a top ranking business school, MSM offers an MBA program that is a pressure cooker. This calls for consistency and hard work for one to stay afloat. My experience with 20 different nationalities and cultures is priceless and helped me learn to look at issues from different perspectives, an experience essential to today's global business architecture. My mentor Jean Bruijnzeels inspired me in more ways than one: for example his passion about preservation and sustainability, subjects which have personally interested me over the years. Maastricht will always remain in my heart and my adopted second home gave me a ride back into history through the experiences of numerous visits to historical sites and buildings dating as far back as the 17th century.





Sami Al-Ashabi

Yemen, Accounting and Finance

As I approach graduation, I am filled with both excitement and sadness. My experience at MSM Netherlands and CBA Yemen has been unforgettable - I would not trade it for the world! Perhaps the most important thing that I accomplished was realizing my abilities as well as believing in the old phrase "Real growth is driven by challenges". MSM allowed me to grow as a person and expand my horizons in ways that I never imagined. I thank all those people in my life who have stood by my side and never stopped believing in me, especially my family. And to my MSM and CBA friends, students, staff and administrators alike, thanks for all the wonderful times and experiences. I will greatly miss you all!



Shyne Rajappan

India, International Business and Sustainable Development

It was indeed a difficult period to leave my family back home and stay abroad for a long period. My first impression of landing in Maastricht is a memorable one. Coming from a highly populated country I felt this place to be a deserted one. Quiet streets, empty footpaths, silent residential areas, all these were new to me. Maastricht is a wonderful town, historic structures, happy people, peace in the air, I love this place. Our MBA program started with two weeks of orientation programs and team building exercises. It all started slowly but things changed all of a sudden and we realized that we were in a pressure cooker. That was the story for the whole year. I was fortunate to be with people from different countries. We learned a lot about each other. It was very interesting the way we got together.



Syehabudin ZM

Indonesia, International Business and Sustainable Development

I can't believe it! I stand here with great people from various other countries in an environment where I have found friendship, community and new connections. Here, the change began in my life! MSM has opened and sustained my thinking to be more global. It has helped me to change my mindset in being more open and accepting to see differences as virtues. MSM has provided me with an opportunity for a balanced education and its application in the world in general and in my institution in particular. In Maastricht, I have learned and seen many things which will be useful for my career and that could become avenues for development for the next generation. Life here is so different: not only the weather but the traditions which opened eyes to new possibilities for the future. Maastricht has been a comfortable place to learn, travel and interact socially. I hope next time I will be able to bring along my beloved family. It has been a nice experience!

Tshewang Dorji

Bhutan, Accounting and Finance

The MBA course at MSM gave me understanding about how today's businesses function, and about how today's businesses are managed. The course exposed me to current happenings in the different areas of businesses and how these businesses are making differences around the world. In addition to academic knowledge, I got the opportunity to make friends with people from different countries, with different cultural and ethnic backgrounds. In spite these differences, interaction with my fellow students made me realize that we were all same - we were all human beings pursuing prosperity and happiness in life. The MBA at MSM also exposed me to Europe; it was fascinating to observe the European way of life. Most importantly, I learned a lot about my host country, the Netherlands and its people. Therefore, I will go back to my country, with knowledge and rich experiences, to march forward in life.



Tumaini Lawrence

Tanzania, Accounting and Finance

September 11, 2015, I had a difficult time to say goodbye to my lovely family (husband, son and daughter). Just one week later I found new family members at Maastricht School of Management (MSM). My journey to grow my career started in the beautiful country Netherlands, I really enjoyed being here and getting to know the Dutch culture and the cultures of more than 20 non-European countries. The joy of getting an MBA degree is that I am not going to be the same anymore. Therefore, I would like to take this time to express my appreciation to MSM and my colleagues for the great support in making my dreams come true.



Vincent van Biljon

Namibia, International Business and Sustainable Development

The year at MSM has been a great learning experience. Meeting and working with people from so many backgrounds, both professionally and culturally, has been an enriching and valuable experience. I have learned a great deal from my colleagues in MBA32 - thank you to all of you!



Yanello Cucho Guillen

Peru, International Business and Sustainable Development

This year has been challenging and exciting at the same time. It has been challenging because the program is really demanding, so I had to exert myself by learning new things, developing skills, changing habits, managing time and finding a balance. In addition, this experience has been exciting, I have learned more about myself; I have made new friends, learned about them, their cultures, this has expanded my mind. I am very grateful for the whole experience, all the knowledge that I have acquired; the people whom I met (classmates, friends, MSM staff, mentor), I learned from everybody more than I expected; and the support of my family, friends and God.



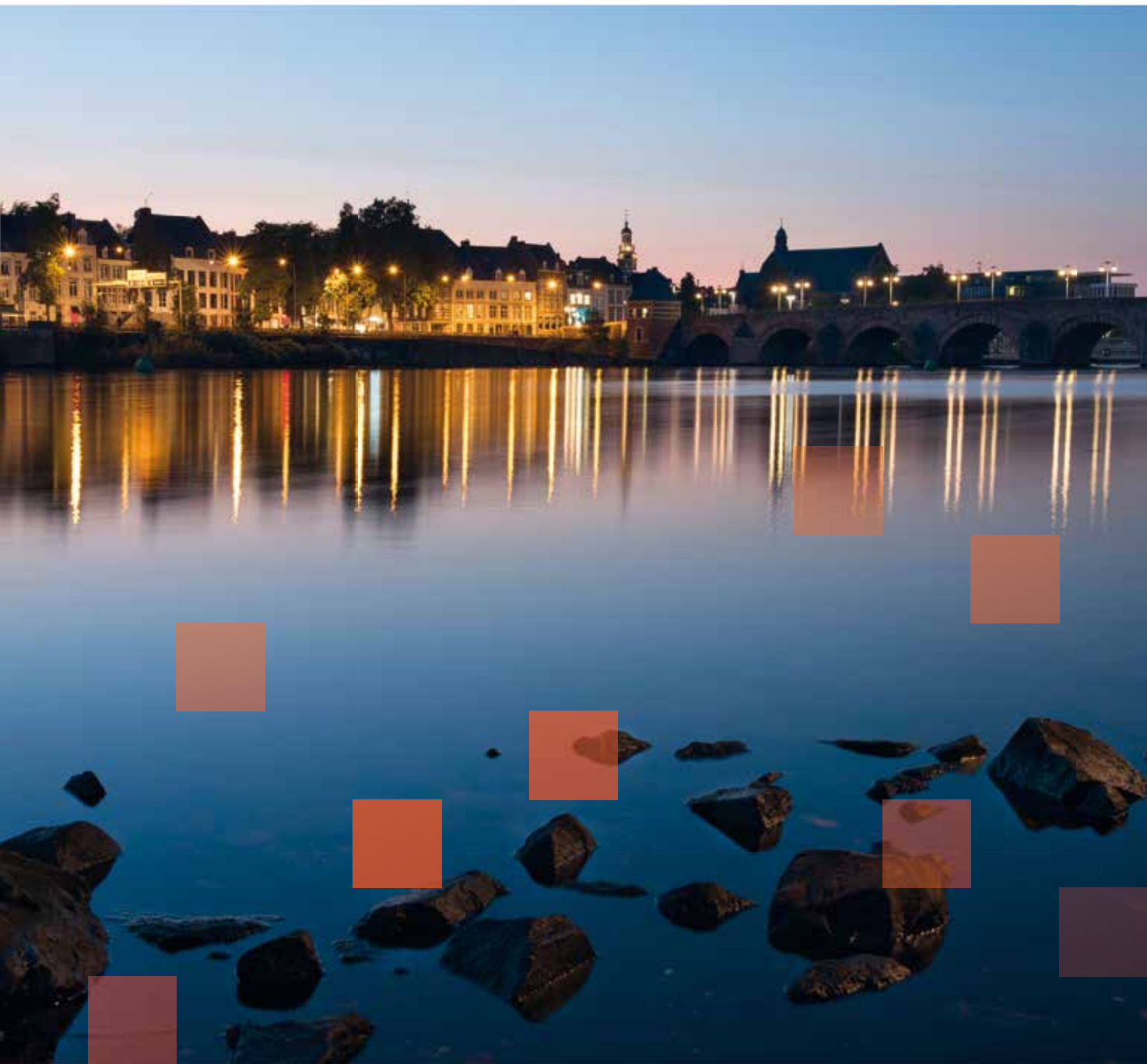


Yvonne Mapika

Zimbabwe, Entrepreneurship in Emerging Markets

When I decided to finally tick the MBA off my to-do list I looked for two elements: that I acquire my degree in a year and secondly it had to be an Out-of-Africa experience, and I couldn't have chosen a better place than MSM to do that. This MBA year has been an amazing experience which has stretched me more than I could have imagined. The very culturally diverse class, a mind opening program and being in the heart of Europe have made it all a memorable journey. In this past year I made lifetime friends from across the globe, I travelled through Europe with an amazing group of friends (and plan to make it a yearly event), I have been immersed in 20 different cultures, and the classes have given me a new perspective on business. Thank you MSM and MBA32.

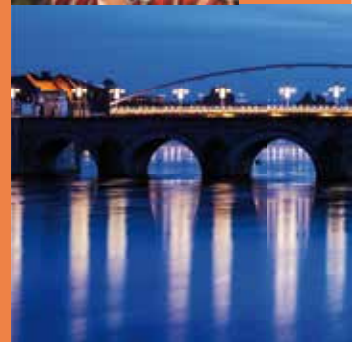
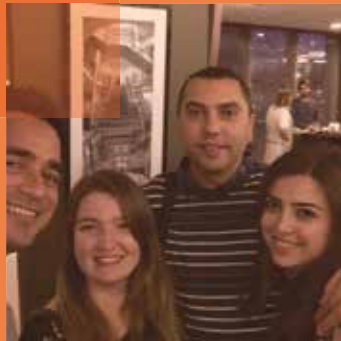
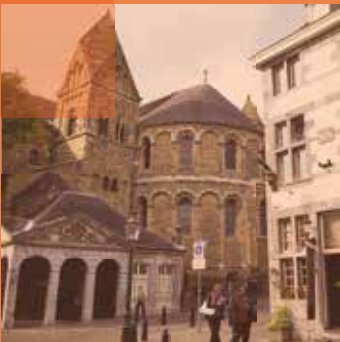
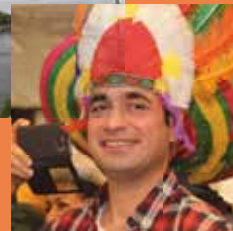






M M 1





From the Academic Coordinator

A brave and special group, MSM's very first cohort of Master's in International Business Management students, you will have a place in our hearts for a long time to come. We have braved the waves together, but I am poised that it was smooth sailing for you.

We have enjoyed watching you turn into confident young future leaders who will prepare the next generation for fun studies and will spread best practices all around the globe. Learning about management without having been there may at times seem impossible.

However, I believe your studies are going to give you a head start in your future careers and you will put what you have learned into good use in no time at all. We are looking forward to following your career and development!



Laura Ipacs, MBA

*Academic Coordinator Master
in Management
Lecturer in Accounting
and Finance
Cluster Head Accounting
and Finance*



Students Master in Management 1

Aynur Alishli

Azerbaijan

MSM is not just a school, MSM is a place where I feel at home, in a huge kind family. That is the core difference which resulted in unforgettable memories for me. Thanks for a life-changing experience. Proud of being one of the first MM01 program students.



Ceylan Susar

Turkey

Studying the Master in Management at MSM was a truly great experience for me. It was a unique chance to be part of a classroom with amazing people and professors. This year in Europe gave me a different perspective about leadership and also gave me chance to discover many beautiful countries especially the Netherlands. I believe that this experience and the things I studied will be very helpful for my future career.



Farid Nuriyev

Azerbaijan

It was a great pleasure for me to be a part of the first group of Master in Management program at MSM. I learned many interesting and useful subjects which have improved my managerial knowledge and skills. I had a chance to meet and study together with experienced people from different parts of the world. It was exciting studying in an international group with people of different cultures. I had a great enjoyable experience studying the one year program of Master in Management program.



Mehtab Chisti

India

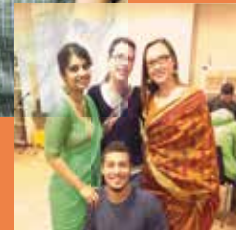
Maastricht - Small, but a lovely city. As the time flew by I fell in love with it and everything became very familiar. It is a different experience for me altogether. The experience was learning and enjoyable, with students from so many different countries. Professors and the group I worked with were very friendly. Any student aspiring to go there would enjoy the academic environment.





M M E 2 2 0 1 4 - 2 0 1 6





From the Academic Coordinator and the MME Education Officer

Dear MME students,

It has been a real pleasure to meet you during your studies at MSM. You chose a challenging two-year MSc program in Engineering and Management, and you adapted in a great manner to two demanding academic institutions, RWTH Aachen University and MSM. Now you leave behind an intensive year of management courses at MSM and you are fully involved in your internship and master thesis.

We hope that you will think about your lectures, case studies, team work, network opportunities, the company visit to Action, the teambuilding day with the MBA group, as well as the social activities as the Dutch Carnival celebration at MSM, and realize that all these experiences contributed to your careers.

You are a group of talented and high performance young professionals, and it has been our honor to be a part of your growth process. We are excited about where your path will lead you from here.

On behalf of the MSM faculty, we would like to wish you all the best in your professional and personal life!



Professor Wim Naudé

*Dean MSM
Acting Academic Coordinator
MME*



Pilar Gonzalez Vigil

*Education Officer Global
Education Programs
MME Programs*



Students MME 2

Abdul Halim Baroudi

Syria

The six-hour lecture day at MSM was by no means an easy day. But it was definitely an enriching one. Spending the whole day with your classmates and professors adds another dimension to learning. You really get to interact and reflect, to work in real teams and most importantly to get to know your professors and colleagues really well. Having done two semesters at RWTH Aachen, the semester I spent at Maastricht was too special. I experienced a different kind of learning in a special university and a beautiful city. This experience wouldn't have been the same without the classmates, professors and the friendly staff MSM. MSM will always have a spot in my heart!



Andrea Alonso

Mexico

Being part of MSM has been an experience full of amazing moments, meeting wonderful people from all over the world but more than that, it has been a journey of self-discovery, an exciting challenge that has encouraged me to pursue more dreams, more goals. These words cannot summarize all this learning experience. Thank you so much for this opportunity and I wish all the best to my colleagues.



Anish Antony

India



Darshan Sooryanarayana Rao

India





Deivanayagam Subramanian

India

I decided to pursue my Masters in Germany as Germany is known for its cutting edge research and high level technology especially in the field of mechanical engineering. I am very glad to have done my Masters at RWTH Aachen as it is known to be a pioneer institute in the engineering field due to its high quality professors and other infrastructure for research. Moreover, I could experience an intercultural atmosphere, being in the heart of Europe and I got to know people from other continents as well. Doing my Management course at MSM in Maastricht is another nice opportunity to explore the Dutch culture along with its calm and beautiful environment. I am sure that RWTH-MSM will be a good platform to achieve my future goals and dreams.



Dheeraj Ananthan

India

With my passion for understanding products from scratch to the after sales I felt that higher education was a must. I found that the course at RWTH University had the right blend of engineering and management to tackle current and future scenarios, and was very near to my passion. From here I see myself as a professional, ready to support organizations with innovative business solutions that will ensure a happy life to everyone involved.



Faris Naufal Rahman

Indonesia

My semester at MSM is a breath of fresh air from all the previous engineering courses. I enjoyed the intricate subjects, meeting new interesting people, learning about new cultures, early morning bus rides from Aachen to Maastricht, uncountable group meetings and many more experiences. Kudos to MSM for compiling and delivering the management courses in such way so that they spark interest, thereby creating a deeper understanding of the topics. My time here was filled with nothing but fun and great memories.



Gülcan Erçik

Turkey/USA

It was a terrific two-year experience during which I learned a lot from both my professors and my classmates. The challenge of being in an international environment turned into an amazing experience that has enriched my life and widened my perspective. Besides the education I received from highly reputed universities, I had a chance to enhance my managerial skills through teamwork assignments and countless presentations. I am truly grateful to MSM and RWTH Aachen for this opportunity and all my friends for the most wonderful memories and their friendships.

Hamid Jahangir

Pakistan

Coming to Europe to fulfil my goal to pursue my Master's degree in the field of engineering as well management was one of the best decisions of my life. With my ambition to become a successful businessman in future, this is the first initiative toward that target. Getting the best quality knowledge and socializing among the diverse cultures during my study period in RWTH and MSM are one of the best experiences of my life. RWTH challenged my engineering skills and knowledge but MSM pushed me towards my maximum potential to a completely new perspective of management which enhanced my managerial skills. I would like to give my gratitude to RWTH (INTAC) and MSM's team for their support throughout this joint course.



Janani Suresh

India



Jayatheertha Savanur

India

The fascinating few months that I got to spend at MSM are filled with memories. Right from our stroll to the bus station in the morning, to travelling with the entire class, all day lectures and assignments, the semester was like Maastricht itself, small, intriguing but beautiful. I want to thank the professors for helping us in shaping our future. In a few cases, I found new avenues of interest which have given a whole new perspective of the world. I miss those discussions at the cafeteria, tea brewing in the cups and ideas, in our minds. While those cups of tea and coffee powered our days, that semester will drive the next few years of our professional self.



Jose Dorantes Gomez

Mexico





Jose Ruiz Ramirez

Mexico



Justin Mattam

India

RWTH Aachen and MSM's joint Master's program in Management and Engineering in Production Systems provided the right eclectic mix between technical and management interests. What it opened for me is a breadth of perspectives. The Master's program is demanding but also provided numerous opportunities from getting acquainted with the latest frameworks in management and technological advances to active participation in cutting edge research. However the cherry on top was the rich experience and cultural diversity that my cohort brought in. Intense discussions and debates during case study sessions/classes with the professors and my colleagues satiated the situational dilemmas I had and encouraged me to probe further. The two years almost went in a flash but are filled with warm memories that I will always cherish. Investing in the MME program was one of the best decisions I made.



Jyeshta Shetty

India

The MME-PS program is a well-designed study program, giving students the best of both worlds. The semester at MSM helped me tie together everything that I learned till date, identify my core strengths and interests, and prepared me professionally to follow my passion. It acted as the perfect bridge between engineering school and the corporate world. The management skills that I acquired, not only from the intensive coursework, but also through interaction with our highly knowledgeable and experienced professors, and my multinational classmates, have helped me develop the broad, feasible practical problem-solving outlook of a global citizen. This has truly been a journey of a lifetime. RWTH Aachen and MSM, Thank you, Danke schön, Veel dank.



Karthik Raj

India

Lokesh Anand

India

Personally the prospect of a semester at Maastricht School of Management was something I was very much looking forward to as it was the first time I was to be exposed in key facets of management. I really enjoyed the intensive semester and the close working relationships with our classmates, whom I also got to know much better through the process. The professors were extremely knowledgeable and patient in their ability to encourage productive and meaningful discussions and exchanges of thoughts. I wish future students all the very best and a productive semester at MSM.



Maria de las Nieves Cano Trujillo

Mexico



Mohamed Dash

Egypt

Studying my master's at RWTH and MSM was a great experience for me as it contributed to my development at two different levels. First at professional level, as I learned a lot in many different fields and now I believe I have a good overview about engineering and management fields. At personal level, my interpersonal, team working and managerial skills were developed. To conclude, I would like to thank RWTH and MSM as well as my classmates for helping me develop a better version of myself. It was a challenging, interesting, joyful and experience-intensive journey.



Mohammed Irfaan

India

We all had come with big dreams, from our countries to RWTH and MSM. We are not disappointed at all. The experience that MSM has given us will definitely make us better people both professionally and personally. Our course has thought us how to be more open-minded and learn to be independent. More than academic knowledge, the professors have succeeded in imparting skills to think beyond the obvious. This has helped me in searching for an internship and successfully landing one. The whole experience of cooking for myself in the early morning, traveling by bus together for classes and studying at a different place will probably never happen again in our life again. We will dearly miss it. I wish the entire team of INTAC and MSM the very best for the future.





Muhammed Taha Daloglu

Turkey

It was my first experience abroad with an educational reason. Having such a nice time both at RWTH (Germany) and MSM (the Nederland) made me a global citizen. I realized how much smaller the world is than I had imagined. In this adventure I had a very close bond of friendship which will last for a long time. Also the educational quality of MSM helped me to discover and improve my managerial skills. I would like to say thank you very much to everyone who contributed to the MME course.



Nayana Jagadish Karkanematt

India

The thought of travelling to another continent to pursue a Master's degree always gave me chills. Finally, when it came true, it meant studying at two of the best universities in Europe. The first semester was difficult as it took time for me to understand and adapt to different cultures. However the group assignments given during the course period made me feel a sense of belonging and comfort. During our last semester, we as a class of 37 travelled together to Maastricht. This was a very enthralling experience. Almost like revisiting school days. Going to the lectures, attending very interesting and engaging courses. The lecturers encouraged us to participate in every class. The assignments given to us made us develop our team skills. At the end of this course I can say that the journey has been fascinating and made me a better person, both as a technician and as a person.



Niranjan Rao

India



Nithin Purushothaman

India

Studying in Europe used to be an unimaginable and strange dream for me. I appreciate having come to Germany and Netherlands for my master's degree. Not only have I strengthened my professional abilities, but I also have gained many international soft skills. The program met my expectations by allowing the combination of management and engineering knowledge. With my former background in mechanical engineering, the management skills and knowledge I obtained can help me improve possibilities in my further career plan. I believe with no doubt that the experience of studying at RWTH and Maastricht will always remain an unforgettable and irreplaceable part of my life.

Nivrithi Badrinarayanan

India



Pushkar Parchure

India

Each day of the past two years in Aachen and Maastricht has offered me a new lesson or experience, not just in classrooms but also in unordinary places as a bus ride. These two historic cities have nurtured me academically, socially, and professionally. Best wishes to my colleagues and friends!



Raghunath Shishir Mysore

India

At Maastricht School of Management I had a lot of fun and adventure. It is a beautiful learning environment with lecturers who have years of teaching or industry (or both) experience and who taught us great finesse. The teaching style makes the learning interesting and challenging. Thinking outside the box but still in line with the curriculum was always encouraged. Keeping the environment volatile made the group active in taking up challenges and simulated actual working conditions. The activities made our bond grow stronger and helped us come closer to each other's thoughts and values. The long lecture hours get you exhausted but they are worth the effort if you consider the output achieved. The subjective tests scheme makes the evaluation tougher but it surely brings out the best out of our individual capabilities. In all I would encourage others to sign up for any of the courses and undergo this experience, it is totally worth it."



Rogilio Elizondo Torres

Mexico





Santiago Llinás Cárdenas

Colombia

Studying the MME program in RWTH during these two years has been an extraordinary experience for gaining new knowledge and developing myself as a person. The technical and managerial tools I have learned in the courses will be very useful for my professional career. Furthermore, this experience has allowed me to realize the efforts of the German industry to transform itself and become more competitive. The intercultural environment that the MME program offers and the opportunity to study in two countries are a great way to understand how diverse the world is. This program has given me the chance to make wonderful new friends, with very different backgrounds, beliefs, and personalities who have helped me grow as a person. I wish everyone good luck in their life and I hope to see you all again.



Shridhar Kulkarni

India

Sri Chaithanya Erra

India

The journey over the past year and a half at MSM and RWTH Aachen has been quite exciting. This course (MME-PSE) has made me become a complete person and has prepared me to tackle the ever-growing challenges in the industry. Though the program is coming to an end, it did leave in our minds the fun and good times we had. Thank you teachers and all my fellow students for having been in my life.



Syed Muhammad Hassan Askari

Pakistan

Studying at RWTH Aachen and MSM has been an enjoyable experience. I have acquired knowledge as an engineer, and the management courses have helped me broaden my perspectives of society. Living in Aachen, and travelling to Maastricht has been a lot of fun. We had the option of a dedicated bus which transported the students from Aachen to Maastricht, but I did not take that option. I travelled with the public bus from Vaals to Maastricht. I wanted to enjoy the beautiful scenery on my way to Maastricht, instead of taking the shorter route through the highway. Travelling with the public transport also allowed me the opportunity to explore the beautiful city of Maastricht, and I did not regret opting out of the private bus. My time in Aachen and Maastricht has helped me understand the German and the Dutch cultures, and this will certainly help me in the future.



Udit Agrawal

India

After working in the Indian automotive industry as an engineer, I realized the importance of having a managerial and holistic view in contemporary organizations. The MME course provided me with the perfect amalgamation of technical skills needed to grasp the latest developments in technology and management skills to understand the intricacies of business processes. I like exploring new fields, both in my personal and professional life. I feel that a change is needed at regular intervals to keep one interested and that the added knowledge helps to appreciate different facets of life. Going into the future, I would like to launch a startup in the field of renewable energy and its global supply chain.



Vignesh Swaminathan

India



Vineet Damle

USA



Walaa Belal

Jordan

During my studies at MSM, I have collected multi-dimensional experience and knowledge. Being part of an international group helped me in exploring different perceptions of life, which has resulted in life-time friendships with extraordinary people. Furthermore, I had the opportunity to gain extended knowledge thanks to my teachers and a well-established faculty. The experiences I have lived will accompany me forever and will provide me with a solid base for further development in my practical life and career path. Throughout my master program, I managed to polish both my personal and practical skills. My master studies have given me lots of unforgettable memories, which I am thankful for.





Ximena Traverso

Bolivia/Germany

Being able to study a master's program in Europe has always been a dream for me. Studying at both RWTH Aachen University and MSM has provided me with the technical and interpersonal skills that I require for my future self-development. Studying in two different universities and countries allows you to broaden your mind, face new challenges, enrich your knowledge. Furthermore it has allowed me to make friends for life. It was an incredible and challenging experience that I will always treasure. Thanks to everyone in both universities and to everyone who entered my path for your kind contributions and support and I hope we keep in touch.





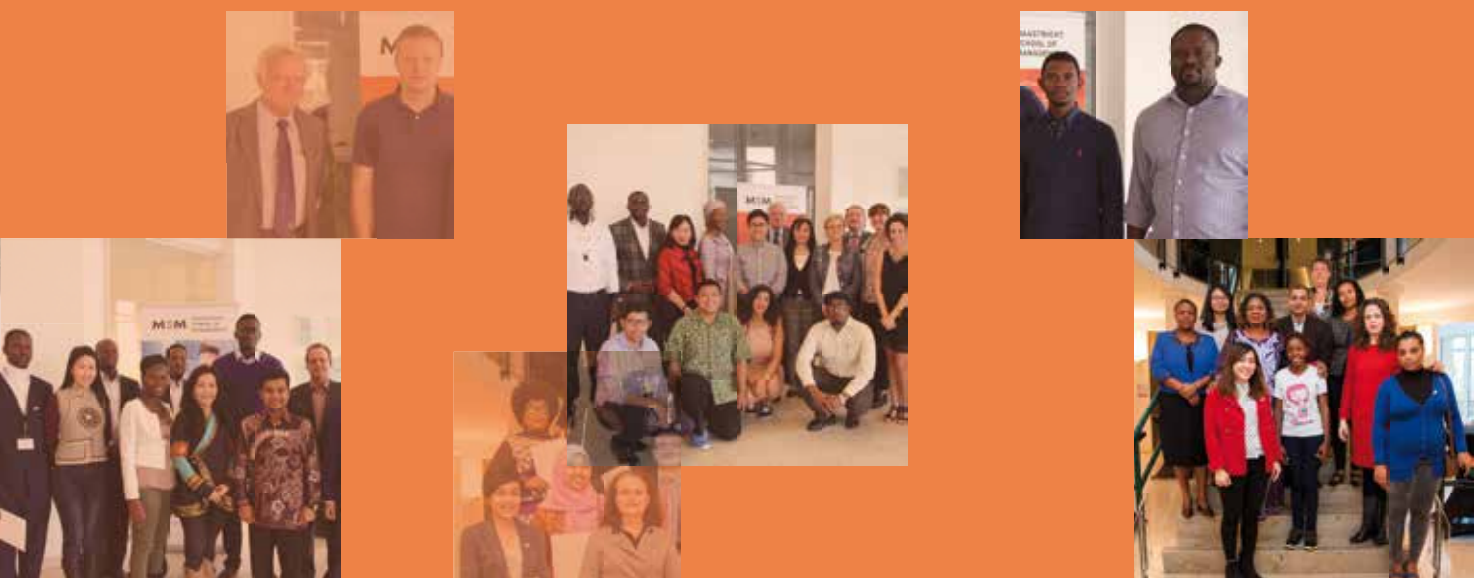


E X E C U T I V E P R O G





R A M S 2 0 1 5 - 2 0 1 6



From the Academic Coordinator Executive Programs

On behalf of the EP-team I would like to thank all participants in the Executive Programs for the enthusiasm and commitment shown in our programs. It was a great pleasure working with all of you.

The format of Executive Programs allows MSM to offer short, state-of-the-art training programs and thereby to tackle new themes and issues for development. I hope you learned a lot from our programs and enjoyed being in Maastricht with your fellow-participants.

We will keep you informed on new programs and hope to meet again.

Wishing you all the best!



Dr. Rita van Deuren
Academic Coordinator Executive Programs



Research Methods and Skills (RMS) 2015

The RMS edition of 2015 was as vibrant and inspiring as ever. 24 Participants from no less than 16 different countries and with backgrounds ranging from health insurance to banking and development testified once more to MSM's international and multifaceted outlook. To add to the diversity and dynamism, moreover, this year the RMS group was joined by 16 DBA candidates from MSM's partner institution CENTRUM Colombia. Participants indicated that they found the program demanding and intense, but ultimately very worthwhile and rewarding. The combination of a particularly rigorous introduction to conceptual modeling with elaborate, but hands-on and skills-oriented, modules on qualitative and quantitative methods that drive participants to really get the most out of themselves and their research ideas remains a unique asset of MSM's approach to teaching research methods and skills. The steep accumulation of knowledge and capacities over the three-month period that the course entails was evident for the RMS lecturing team and also for participants themselves. Facilitating committed researchers in finding their focus, developing their problem statement and building up their academic confidence is a gratifying process. The moment at which candidates have a full-fledged research proposal in their hands that they then defend with zeal in an official ceremony is a significant event for both candidates and lecturers. It signifies the culmination of months of fruitful frustration, close cooperation and mutual learning. It is this rewarding process and its solid outcomes that convince all of us each year anew that the insights and skills from MSM's RMS course will boost any career - whether it is in management, business, research, development or public administration - as well as enrich the intellectual life of our participants.

The Research Team

Shireen Nabil Hussein Fahmy *Egypt*
Aso Hama Salih *Iraq*
Amer Hasan *Iraq*
Marwan Maidan *Jordan*
Shaimaa Mohamed Atef *Egypt*
Nurlia Listiani *Indonesia*
Rinzin Pemo *Buthan*
Dewi Shinta Wulan Dina Soebari Putri *Indonesia*
Tilak Sunwar *Bhutan*
Kinley Wangchuk *Bhutan*
Mulu Berhane *Ethiopia*
Jordi del Bas *Spain*
Mohamed El Ashmany *Germany*
Martin Tynan *Ireland*
Albert Kalangwa *Uganda*
Nemi Sekibo *Nigeria*
Saeed Alghamdi *Saudi Arabia*
Renato de Castro *Brasil*
Francis-Xavier Andoh-Adjei *Ghana*
Annick Eudes Jean-Baptiste *Haiti*
Richard Dada *Rwanda*
Rita Amivi Wurth Seddoh *Ghana*
Faten Alrumaih *Saudi Arabia*
Astrina Yullanti *Indonesia*



Project Identification, Development and Management 2015

For the last time in 2015, the PDM course has been provided in a three week format, with an incorporated distance education component. Before arriving at MSM in the Netherlands, you started applying the Project Cycle Management to your own case study or “project”, as we did call it throughout the course. With a dedicated team of coaches, you have worked on your project idea from beginning until the end of a program carefully defining and designing all the details. Project experiences with a “taste of reality” were shared with you and colleagues from the three month Project Management executive program by MSM consultants and the business community through the “Project Carousel”, a vivid and interactive workshop. After three weeks of various discussions/workshops, the day has come - the presentation of your own projects. Idea, design, planning, creativity or purely entrepreneurial spirit was definitely present - I have never seen so much of it as that day. This was definitely a learning point for all of us from the side of MSM. I am pretty sure that some of you are implementing and further developing your own projects. With best wishes to all of you and remember - keep in touch.

Mirjana Stanistic, MA

Program Manager

Diény Ferbianty *Indonesia*
Leah Chebet Bii *Kenya*
Pema Dekar *Bhutan*
Shahzar Zadran *Afghanistan*
Rima Abou Baker *Lebanon*
Abderraouf Guilouchi *Tunesia*
Sakar Ahmed Hassan Hassan *Iraq*
Manal Krishan *Jordan*
Wessam Abdelazeem Mankoula *Egypt*
Faycal M’Hamdi *Tunesia*
Amel Ben Krid *Tunesia*
Nihal Es-Sallak *Morocco*
Ebenezer Daniels *Ghana*
Isaac Manu *Ghana*
Sawsan Sayjey *Palestine*



Project Management 2015

Dear participants,
Congratulations on your achievement: you worked your way through a case study for UWC, and applied your gained knowledge during the training sessions and workshops in writing your Back Home Action Plan.

During these three months, you may have been too busy with courses, assignments, UWC and BHAP plans, work (and social) visits, to reflect but looking back now, hopefully you have realized how much you have grown and changed your points of view during your time at MSM. You came in as strangers from many countries, and you have learned to work with people with different points of view.

Being part of the MSM network should help you professionally, so we hope you keep in touch with each other, with other alumni of MSM, and with MSM itself: please keep us informed about your further plans, implementations of your plans, and your career.

Vincent Feltkamp, PhD

Program Manager

Sanjay Prasad *India*
Jamyang Singye *Bhutan*
Muna Alnadaf *Jordan*
Ahmed Elsayed *Egypt*
Djamal Guessoum *Algeria*
Miran Mohammed *Iraq*
Shazad Tofiq *Iraq*
Paul Ntim *Ghana*
Celine Croon *Belgium*
Salaheldin Abukashawa *Sudan*



E-Government 2015

The October 2015 intake started out relaxed with a tour through the ancient city center of Maastricht. From the next day onward however, participants were absorbed by three weeks full of contemporary, e-Government related, approaches to public sector management. Topics ranged from e-Government Technologies, IT Strategy and Management to Social Media, e-Involvement and Organizational Change. Participants also enjoyed the different work visits and guest lectures. For example: Mahmoud Al-Sheemy, MSM alumnus, presented a synopsis of his distinction MBA Master Thesis on e-Government and Service Quality in Qatar, and discussed, through an interactive class session, the hybrid roles of e-Government project managers; the session lasted until the evening hours! All participants worked hard, shared views, became friends and truly displayed a high level of commitment to the development of their institutions in the different regions of the world. We have already received encouraging feedback about proposals generated during the program that have been implemented back home. We wish the participants good luck!

Joris Stadhouders, MSc

Program Manager



Aries Setiadi *Indonesia*
Ingelia Puspita *Indonesia*
Tommy Helmiwan *Indonesia*
Eva Siregar *Indonesia*
Ala'a Abu-Yousef *Jordan*
Zanyar Ahmed *Iraq*
Taghreed Ibrahim Khalil Alkhatib *Jordan*
Ahmed Hamdi *Iraq*
Nina Aziz Hassan *Iraq*
Shadman ahmed Hassan *Iraq*
Jamal Faeq Kakbra *Iraq*
Maysa Meryef Alabdallat *Jordan*
Nooruldeen Qader *Iraq*
Azhin Ali Rostam *Iraq*
Nadia Al-Jeuary *Iraq*
Ghulam Mujtaba Bakhtyar *Afghanistan*

Leadership and Management in Higher Education 2015

Dear participants,
I have so many good memories of the LMHE program in 2015. For me, it was the third time in the role as program manager of this executive program. And what a group I had to work with: 20 participants from nine different countries and all with a passion for higher education. I hope you learned a lot from us in the three weeks you were here. However, I am pretty sure you also learned from each other since topics in higher education have a universal character. All of you go through the same kind of improvement processes contributing to better higher education and improved student learning. We also definitely learned a lot from you. Not only on higher education in your country, but also about how you as a warm and cohesive group worked together with respect for differences. I wish you all the best, both in your professional and private life.

Rita van Deuren, PhD
Program Manager

Othman Kareem Mahmood *Iraq*
Vishal Bector *India*
Phub Gyem *Bhutan*
Josua Tarigan *Indonesia*
Salaheddin M.A. Sharif *Libya*
Odireleng Martin Ntwaeaborwa *South Africa*
Uchenna Kenneth Ekemezie *Nigeria*
Matthew Taiwo Oni *Nigeria*
Edward Joseph Mnedo *Tanzania*
Amani Hamisi Makota *Tanzania*
Godfrey Alto Komba *Tanzania*
Alex Augustino Nkondola *Tanzania*
Fulgence Nahayo *Burundi*
Rufine Ngendakumana *Burundi*
Halima Issa Mbilinyi *Tanzania*
Bakari Ghumpi Issa *Tanzania*
Aggrey Adelbert Mleli *Tanzania*
Emmanuel Tibendelana Mwemezi *Tanzania*
Adolf Babiligi Rutayuga *Tanzania*
Syoni Mwakipeke Nalogwa *Tanzania*



Women Entrepreneurship Promotion 2015

Dear participants,
What a wonderful time we've had during WEP 2015! It was truly inspiring to share practices and experiences from different regions and parts of the world and watch you create and develop powerful project and business ideas. I'm sure that this has not only impacted on your own lives, but has created opportunities for many other women entrepreneurs. Your commitment to the economic empowerment of women and to contributing to the development of your country is to be respected. I wish you good luck in all your efforts and let's keep in touch! And keep sharing your selfies ;-)

Saskia Vossenber
Program Manager

Bethlehem Addis Ameha *Ethiopia*
Henany Hanum Munthe *Indonesia*
Dessy Aliandrina *Indonesia*
Rose Ndunge Mwangangi *Kenya*
Madan Kumar Karki *Nepal*
Adeola Tosin Adenuga *Nigeria*
Hellen Ziribagwa *Uganda*
Mulu Berhanu *Ethiopia*



Project Identification, Development and Management 2016

PDM 2016 was truly a great experience for me. This year, the PDM program was made of two modules: Project Design Tools and Project Monitoring Tools module, including the distance education component.

Before coming to the Netherlands, all participants were asked to finalize a pre-course work, applying the methodology of Project Cycle Management to their own case and problem. The application continued throughout the whole program, developing knowledge of the techniques used for the identification and formulation of development interventions. As a crown of the first week module, a number of great feasibility studies were presented. Continuing in the same manner during the second module, different data collection analysis and interpretation methods were discussed, as well as the reporting design.

The last course day was so inspirational for all of us - feasible, realistic, creative, in one word, well-developed projects were ready to be implemented. I am fully convinced that it is just a matter of time when you will share with us successful stories of project implementation. Best luck to all of you!

Mirjana Stanistic, MA

Program Manager



Awder Sabir Abdalrahman *Iraq*

Mahsuma Mohammed *Iraq*

Sirana El Fakhry *Lebanon*

Celine Feghali *Lebanon*

Joanna Makhoulf *Lebanon*

Yousef Farhaoui *Morocco*

Said Nouamani *Morocco*

Sonia Sayari *Tunisia*

Noriel Dacion *Philippines*

Anne Douglas Sagawala *Tanzania*

Florence Nalukusa *Uganda*

Lela Lomia *Georgia*

Tahira Hassani *Afghanistan*

Zameer Haider *Pakistan*

Jerrad Langlois *USA*

E-Government 2016

The February 2016 intake of e-Government included participants from places as close to Maastricht as Fquih ben Salah, Morocco and as far as Kalimantan, Indonesia. A diverse group of participants, with one thing in common: a great drive to further develop themselves as well as their organizations. The two-week program took off with e-Government policies for increased responsiveness. Next, after an orientation on factors contributing to project success, the program focused on the adequate formulation and the sustained implementation of e-Government projects. Participants also enjoyed several work visits and seminar sessions. The Maastricht Municipality, for example, hosted the group and Mr. Enno Soeren, director of the shared services center, provided insights on Maastricht's modern ways of working. Another example: Morten Meyerhoff Nielsen, a well-known international expert on e-Government, conducted a series of interactive workshops highlighting good governance, and its implications from a public sector, back-office and end-user, front-office perspective. All participants worked with great dedication on the integrating assignments, in which the lessons learned were incorporated. We trust that the e-Government related policy and project proposals developed during the program will be adopted in the near future. Best wishes to the participants!

Joris Stadhouders, MSc

Program Manager



Ziauddin Ahmed *Bangladesh*
Muhamad Fiteriady *Indonesia*
Sandra Maria Stephanie Hutabarat *Indonesia*
Wahyu Sari Sabekti *Indonesia*
Awder Ahmed *Iraq*
Sardasht M-Raouf Mahmood *Iraq*
Nisreen Zahran *Jordan*
Aniss Qostal *Morocco*

Sustainable Business Development 2016

This year's two-week program consisted of 11 participants from five different countries. It was a very intensive and fascinating program. In the first week we started with an introduction to sustainability. We started by providing a tool to assess sustainable ecosystems: Value chain development and the governance of value chains. In the second week the attention shifted towards the business within a sustainable ecosystem and the development of a corporate social responsibility strategy. Based on the knowledge and skills gained, the participants were asked to develop their own action plan. A number of interesting action plans were developed and some resulted in the actual implementation of these programs in their home country. All in all it was an inspiring and interesting program and I am looking forward to seeing you implement the tools and knowledge you learned during these two weeks. I hope we stay in touch and I wish you a sustainable future!

Diederik de Boer, PhD

Program Manager

Faisal Ahmed *Ethiopia*

Fendi Gunawan Liem *Indonesia*

Said Achmad Kabiru Rafie *Indonesia*

David Benson Mataka *Uganda*

Denis Tushabomwe *Uganda*

Gantuya Buddorj *Mongolia*

Batjargal Dorligjav *Mongolia*

Jargalmaa Gombo Ochir *Mongolia*

Basil Mugonola *Uganda*

Irene Lynette Akidi *Uganda*

Chukwuka Nwosu *Nigeria*



Financial Management for Non-Financial Managers 2016

In the context of the growing trend to work in disciplinary teams, knowledge of the core finance concepts is a necessity. On this background you as participants coming from different cultures and all working in non-financial areas such as marketing, sales, government and education realized that the impact of your decisions has financial consequences which require knowledge on how to interpret relevant financial data.

Through this knowledge you realized it is also an excellent way to understand more about the competition, key customers, business partners and last but not least to ask relevant questions about the state of affairs in your own organization.

The FNM program provided you with the fundamentals of financials in a combination of tools, analyzing skills, case studies and group discussions in which all of you participated enthusiastically. During the presentations you showed that you were able to incorporate the things you learned in this two week intensive program, in your daily work.

Dorus Evekink

Program Manager

Analís Indriatun *Indonesia*

Yngrid Lujan Jaramillo *Peru*

Cornelia Matani *Indonesia*

Amina Abdulsalam *Nigeria*

Ashari Priyadi *Indonesia*

Rezki Wulan Ramadhanty *Indonesia*

Neshtman Fattah *Iraq*



Strategic Leadership and Change Management 2016

Your group of 22 participants with 16 different nationalities was a lively and diverse group. From the beginning you made it very clear that you had chosen the topics of these programs because of your commitment to the process of strategic leadership and organizational change in your own organizations.

You fully realized that dealing with strategic leadership and change is challenging and complicated in the context of the existing political climate in the organization. You all have to tackle change assignments and the program provided you with the tools to handle the issues involved and to manage these successfully within the strategic environment of your organizations.

You all worked very well together in class, and group discussions were intensive and productive. Both the “hard” and “soft” sides of change and strategic leadership were discussed. These topics are not the easiest, but during the program you proved to be able to implement the things learned and transfer this knowledge to the relevant departments of your organization.

We wish you success and good luck in the further development of your career and do not forget MSM in that process!

Dorus Evekink
Program Manager

Bachar Abdallah *Lebanon*
Ahmed Mohamed Abdelmaksoud *Egypt*
Shanaz Badran *Iraq*
Rehab Mahmoud Hassan Abdelfattah *Egypt*
Ahmed Krishan Manal *Jordan*
Sofia Rais *Morocco*
Anji Issa *Lebanon*
Graha Yudha Andarano Putra Pratama *Indonesia*
Wuri Widowati *Indonesia*
Buena Suerte Desiderio *Philippines*
Ashari Priyadi *Indonesia*
Sied Jibril *Somalia*
Mohamud Muse *Somalia*
Natia Khelaia *Georgia*
Ann Vanderhaege *Belgium*
Innocent Atube *Uganda*
Raymond Kufekisa *Zambia*
Usman Etuaful *Ghana*
Robert Torgbenu *Ghana*
Machiel van der Wal *The Netherlands*
Talal Alharbi *Saudi Arabia*
Camila Pereira *Brazil*







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